

COMMITTEE ON HUMAN RESOURCES/INSURANCE

February 3, 2003

5:30 PM

Chairman Lopez called the meeting to order.

The Clerk called the roll.

Present: Aldermen Lopez, Sysyn, Pinard, Shea

Absent: Alderman DeVries

Messrs: V. Lamberton, K. Clougherty

Chairman Lopez addressed Item 3 of the agenda:

Discussions with the Finance Officer and Human Resources Director relative to the pros and cons of placing the payroll functions in the Finance Department or maintaining payroll functions in the Human Resources Department.

Chairman Lopez stated first I want to thank both Ginny and Kevin because I know that both of you are very busy but you know we as Aldermen hear a lot of things from other Aldermen and department heads and others saying why this, why that. So that we better understand this whole complex finance, payroll and HR system and what needs to be done, as both of you are aware six weeks ago I brought something to the Board of Mayor and Aldermen and it was to check it out and make sure your numbers are right. Well six weeks of my time was wasted and other people's time was wasted because we ended up with a process here where the answer could not be given or verified. Therefore, if it can't be verified it is a waste of time and that is the direction I am looking at. The purpose of this is under Section 6.05 of the City Charter "the Finance Officer must verify the numbers". For whatever reason, we cannot get those numbers. Then you hear statements like "he had payroll before and he took care of the schools and he had the same number of people." We have to put this dialogue to rest once and for all in order to understand. The Finance Officer's position on consolidation is very well known. The questions remain until the Charter is changed or some amendment is done to the Charter or reorganization takes place as he wants...we still need to find a way that we can work together. Last but not least, Kevin, it is not that I am not satisfied with Payroll, it is a question of whether or not...it has been testified before the Accounts Committee by your deputy that the HR Director

is responsible for unfilled positions and how much money is in unfilled positions. If we can't get those answers then we can't make decisions or policies or directions that the Board of Mayor and Aldermen might want to go in if some issue is brought before them. She is responsible...the question was asked many times how much money we have in unfilled positions and she is responsible and we worked six weeks on it. We had a number but it was no good because the Finance Officer didn't verify it. As we go through the budget this year, is there anything that we can do to change policy to make things work better either for HR or Finance under the present system or do we keep doing the same old things regarding unfilled positions in the City and letting the department heads utilize that money any way they want? What other procedures can we come up with? With that my Committee is here to listen and learn and get straight answers and after you both speak questions from the Committee will be in order. I would like to ask both Ginny and Kevin to come forward.

Mr. Clougherty stated I think there is frustration on the part of all of us but as we have said in the last three budget cycles we think there is a very simple solution to the problem of being able to track vacancies and that is to do your budgets on a position basis rather than on a complement basis. When you do it on a complement basis what happens is the departments have a general appropriation if you will of a certain amount of money, which is very difficult for Ginny or Finance to track. If you budget on an individual filled position instead of a salary adjustment fund the way it had been done in the past, you will be able to get the answers you are looking for. What that requires now is some work on the module in HR to do that necessary input to budget by positions. That is the way you will recall I think we did it the first year the new system was on, which was the last year I did payroll, that transition period. We did that for schools. If you want to get the information on any given day as to how many vacancies there are and how much that adds up to, you should budget by positions. Don't budget by complement. That has been our recommendation when we had our meetings on the budget process over the last few years and I will stick to that. To the extent that you need us to help...I think what you really need to do is if you want to go that route you have to invest and give Ginny the resources in her department to have her people trained on the system. You have to realize that when the system started, when I was doing it, it was a brand new system. We were all trained on HTE and we knew how the system worked. Most of the people in her department now are second or third generation employees who have been trained by the people who have been her predecessors and have not been trained on the system necessarily so to go out and do some of these procedures is a little bit frightening I would think. My recommendation to you would be to try and make some arrangement for getting the staff the training they need to be able to do the budgeting by positions and the tracking and the reporting that is necessary. I would support that. We have said that in the past. We think that is absolutely the

way you should be going. That was our budget recommendation last year. The problem we got into this year is that when the budget was adopted remember the deal with the departments was that the departments were appropriated a lesser amount of money and they were going to be allowed to manage. They were going to be allowed to manage and that meant take in and provide for the COLA's, if any, and any severance. They were going to do that within their budgets. Once we got into the fiscal year there was a hiring freeze put on. Well that is not letting them manage and then we got into trying to do some other things. It is very difficult in any budget, once you lay out a set of guidelines up front, to change midstream. My advice is for the next budget year budget by position, do it up front and you will have the controls you are looking for. You will have the information you need and it will be readily available.

Ms. Lamberton stated just so you know what some of the confusion is at this point, it is that in the salary accounts particularly in the larger departments, they have money in there for things other than direct salaries, the base pay. The easiest example I can give you is the Fire Department. In their salary account they have multiple alarms, monies for holidays, uniform allowance, personal days, stand-by pay, A-Steps, tool allowance, bonus pay, which we don't have anymore and also the COLA's. So in order to find out if they have five vacancies precisely how much money the Fire Chief has decided should be in there for salaries, you have to actually go sit with the Fire Chief and find out what other money he was planning on doing. He may have already decided, for example, he knows he has to buy 10 new uniforms so he might delay hiring somebody for so many weeks so he will have enough money for uniforms or he knows that he is going to have to do the COLA or something. They have a general fund that has directly salaries...it is not just the base pay. That is true with the Police Department. I think they have four or five other things that are mixed in to their salary budget. In my little place that is not the case because we are little and we don't have uniforms or anything else. In your large departments, that is the case. That is why we had to go and sit with the Fire Chief and Police Chief and Highway and find out exactly how much money was really in their mathematics set aside for salaries for the balance of the year.

Mr. Clougherty stated I agree with her and that is why I am saying that you should budget in each position all of those items. You should budget by position so there is not a pool. It is by position and each one of those things is laid out and when that position...think about it. If that position leaves or becomes vacant, all of the resources attributed to that should become available, right?

Chairman Lopez stated Ginny, Kevin mentioned the HR division sort of...are there more people you would need if you take over this salary adjustment account

and train your employees and the people for unfilled positions the money would transfer into the salary account...

Ms. Lamberton interjected no I wouldn't need more staff.

Mr. Clougherty stated not to contradict but she may need up front to get the module loaded...you might look at some manpower hours. Not something permanent, but something temporary just to get the module up and running and then have her staff oversee it. Once that is done, you move on but to start it may require a little more work than some of the staff right now could do because they would have to stop doing what they are doing. You might consider that as an option but it would be a short-term data input to get the budget up and running and get all of the modules in to key in. If you take a look at every position, exactly the point that Ginny was making, and keying in for each position all of that data that is going to take you a little bit of time to make sure they are all in right to start and that they are done properly and then once it is done each year it is easy to maintain but the first year requires a little bit of effort there. I remember when we did it the first time it is not as easy as it might seem.

Chairman Lopez asked so if this were a reality and she would present a number to the Board would that be sufficient or would you have to still verify it.

Mr. Clougherty answered if you set that system up next year we would verify it because we would be able to look at the module and we would all have the number.

Alderman Shea stated, Kevin, you mentioned that there would be some type of training on the HTE system. Who would do the training and how long would it be?

Mr. Clougherty replied I don't think it would...the way I run it in our office is we are constantly taking advantage through Info. Systems training and there are different ways to do it. They can send people up here and do multiple departments or they have seminars throughout the year or you can have a tailored type of thing where they would come in and do a special training just for your staff. There are a couple of different ways that you can go. They are very accommodating. You would really have to talk to Diane about how to schedule something but it should be ongoing. It shouldn't just be...because you are constantly learning about the new applications and how other cities are using it and you can make yourself more efficient. I think that has to be part of it. I would sit down with Diane Prew or actually Ginny should sit down with Diane and if they want us to we would help them and say okay what is a good training program in order to get this up and running. It may be, and again I am trying to present the worst case here but it may

be that Rick Linder remembers a lot of that start-up because he was here and it is not that much of a curve and we could do it much faster but it may be that it has been awhile and he would want to have some training come in and we would try to do that in the most efficient manner.

Alderman Shea asked, Ginny, is it my understanding that workers in your office are not familiar with HTE.

Ms. Lamberton answered no they use the HTE but I think he is talking about a different program. The payroll is done through the HTE system.

Alderman Shea asked so basically it would be just learning additional information.

Ms. Lamberton replied a different way to do your job.

Mr. Clougherty stated the system has huge applications and we are just using it one way but that is not the way...you can do it different and there are different applications and her people haven't been trained on that and they should be.

Alderman Shea asked how long have we had HTE now. Three or four?

Mr. Clougherty replied I want to say it has been five years.

Alderman Shea asked in terms of sending people to Florida or someplace else, is that still part of the guarantee that they...in other words if somebody were to come up we would pay for their expense and their time.

Mr. Clougherty answered right. With any system once you buy it you want to have an ongoing training contract so that you can stay current with it and Diane maintains those. There are different ways to do it. There are user groups where there are people in New England who have the same system who may be doing the exact application we are looking at and we may say gee there is somebody down in Stamford, CT who is doing exactly what we want so I call the guy or Ginny calls her counterpart in Stamford and we steal that person for the day and they come up and do it. There are different ways to do it. We have done it a lot of different ways in our office. We tried the New England approach. We have done it by grouping different City people and having somebody come in and train for a day. We have had one person go down and learn and then come back and teach people here. There are a lot of different ways to do it depending on what the application is but not having done it for almost five and a half years I would have to sit down with Rick and Diane and have them put in place what they felt was the best approach to get this done. If you want to do that, I would caution the Committee...if you want to follow that approach we are deep into the budget

process now so we would really need to get going here to get this stuff entered in so you will have that for next year. If that is the directive then maybe tomorrow Ginny and I can talk to the Mayor and set in place a plan with Information Systems and Seth on the budget and some timetables as to when that would have to happen and get back to you next week with the plan for doing that.

Chairman Lopez stated I would like to ask Leo since he is a department head, in hearing the conversation if this was done on a position basis and the salary adjustment account in HR and everything was transferred over how do you feel about that.

Clerk Bernier replied you are putting me on the spot. Really it is a policy decision. You, as Aldermen, have to make the decision as to where you would like to place it. I have no...I mean both departments, Finance and HR, have always been good to the City Clerk's Office in regards to positions and monies that are available. We have worked with both Finance and HR. I have no input either way. I have no opinion either way.

Chairman Lopez stated I guess I am putting you on the spot but I need to for the simple reason that you are the department head. Is it more work for you to find out how much money you have...do you have to go through a long process to find out if you are going to move money or can you go directly to HR and say I need this or I need that. Would that be a better operation for you and save you time compared to what you do today?

Clerk Bernier replied as you know we have Tricia who maintains our records and keeps track of our budget. She usually works closely with Randy and a few other staff members to confirm numbers. Her activity in regards to HR, I have no knowledge of. Again, we are a small department. It is not like you are dealing with Highway and Fire and Police. Those are the three departments you just mentioned. We have a staff of 14 so it is very easy to keep track of the activities and the numbers and things. All Tricia does is probably call Randy or somebody from HR to confirm. There are really no problems.

Chairman Lopez stated I think the basic positions and funding for the positions and having the salary adjustment account back in the old system the way it was so a department head can at least go directly to the source and work it out directly on a one-on-one basis other than wasting a lot of time here...

Mr. Clougherty interjected if you think about it, Alderman, the salient point that Leo makes is that each department now is keeping that all in subsidiary information and what we are saying is put it on the system and then she has it. If you want to go back and get this you have to contact each department for their

Excel spreadsheet as opposed to going to the system where it is all on there. The departments can't spend the money anyway. They have to come to you to get approval for the positions and go through the process that Ginny controls. It is really just a set-up for the first time and then beyond that everybody has access to the same information off of the system. Once you get running what you may find is if Brent is still running his records over here that his records would not be the official records. Her records would be the official records and she would have control of that for you and his records would have to be reconciled to Ginny's numbers. Now it is kind of vice versa and that is not the way it should be.

Chairman Lopez responded I agree with you wholeheartedly. Six weeks of work on this is really a waste of time for a lot of people.

Mr. Clougherty stated I would say that six weeks if it gets us to budget by position after three years then it has been worthwhile.

Alderman Pinard asked isn't Diane Prew doing payroll now.

Mr. Clougherty answered Diane Prew runs the system but the system has modules. There is a tax module that is run by the Assessor's Office and the Tax Collector. There is an HR module that is run by Ginny. Ginny does all of the input into that as far as people getting paid and their hours and all of that and that is what we are talking about. Making the system run and calling it up every day so Ginny can use the module and doing all of the transactions and getting us the banking information Diane does but the actual mechanics of making sure that the data entered in is accurate is really the responsibility of HR. Diane is a resource to Ginny in that regard.

Alderman Pinard stated it seems to me that four or five years ago...well I have been an Alderman going on six but it seems to me that Diane's department four or five years ago was supposed to remedy the situation of payroll. At that time we had the same kind of problem with the schools. I was under the assumption that it had been taken care of and that the system was working and has been working for the past three or four years. Why do we want to change something that is running well?

Mr. Clougherty replied well the system is running good but it is running along a certain path that you have set it to run on, which is budgeting by complements. You can change that track to get better information. You don't have to stay using that same approach forever. We would recommend that you not use that approach forever and that you try to use the full capacity of the system, the full capability of the system to get you information. It is kind of like having a Ferrari and keeping it in second gear. You have the capacity there but you have to give your people the

ability to use it and give them the authorization to put it in third and help them by saying this is the direction we want to take. I think that is what is happening. You have a good system in that it is running and doing exactly what you want it to do to date and now you want it to do more and that is okay. It can do more. You just have to give us the authorization and put in place a reasonable timetable and it will get done.

Alderman Pinard asked how much more is it going to cost the taxpayers to implement something new. We are supposed to have a shortage of finances here in the City and I don't think it is time to do any changes. Let's wait awhile and table this item and come back to it.

Mr. Clougherty replied I would answer that two ways. One is I don't think it is going to cost you more. I think you should be doing training. It may cost something to do the original data entry but what you are going to get back after that is a much more accurate budgeting number, which will save you in the big picture. Yes, you are going to have to invest some money in the short-term to maybe get this up and running and to maintain it and do some training but year over year you are going to get better results because it is going to be controlled by HR better in terms of how the departments are spending their money and you are going to be able to make better policy decisions and better forecasts on an individual basis than the way you are now. I think it is money...I don't think it is a lot of money first of all and we will look at that this week and get you a budget and a timetable and I think it is a good investment.

Alderman Pinard asked when did this all come about. We hear about something a day before an Aldermanic meeting but the Chairman said he has been working on it for six or seven weeks.

Chairman Lopez answered yes. That is when I presented the document to the Board of Mayor and Aldermen stating that there is approximately \$1.2 million in unfilled positions out there. It was at that time that the Mayor asked that I work with him and the Finance people and HR to make sure that the numbers were verified. That is where this came from. The process right now, Alderman Pinard is if I am the HR Director and I want to find out exactly what is out there, I have to meet with the people that I have discrepancies with such as the Police Department, Fire Department, Highway and so on down the line so I can come up with a number like we came up with \$307,000 that we have in unfilled positions. Those numbers then have to be verified by the Finance Officer. I think what the Finance Officer is saying is that if we fund by position and have it in a salary adjustment account like we did years ago it would be in one person's hand and that would be the HR Director so that when any Alderman at any given time, such as right now even the Mayor would have to deal with all 26 departments to find out how much

money or what kind of a cut. I think in knowing this particular situation what would happen is he could go to the HR Director and say how much money do you have in the salary adjustment account so we can do something. If we have to transfer that money or do something for some other department that is short handed then we would have that capability. As it is right now, we spend...I don't say we because I know that department heads and business service officers spend hours and sometimes days before they have a final number and there is a big time element there that shouldn't be there. It should be clear-cut. If I am running a department I have X number of dollars and that is it. If I have a problem in the salary adjustment account, then that is where I go. That is what I envision and correct me if I am wrong, Kevin.

Mr. Clougherty responded that is right. We have for several years been asking the Board to budget by position and we get to the point in the budget process and everybody says that is a really good idea but then we get back to a point and it doesn't get done. The nice thing about this if you go forward is the department head now, like if Ginny asks how much do you have in your budget, the department head has a spreadsheet and he has control of that and she is kind of asking him for the information. If you go over to this new process, it is on the system and she has a number in front of her and you are looking at the same screen and it is no...there is not a lot of debate about this. They can say listen I have an Excel spreadsheet if they continue to maintain these, which I hope they wouldn't do because it would be a waste of time but...

Chairman Lopez asked do you think this is one of the major problems that we have then.

Mr. Clougherty answered yes. It would be on the system and you would have the number in front of you and it is a clear question of the policy. You are not quibbling about the numbers or the dollars, it is the policy. I think Ginny spends an inordinate amount of time right now trying to research these numbers because they are not there and this is a way to make the system work for us rather than...you know work smarter and not harder.

Alderman DeVries stated I just wanted to check once again with Ginny Lamberton. This is a process that you throw your support behind to work to budget by position?

Ms. Lamberton replied I could argue it both ways. I think from the perspective of...if you want to know precisely how much money has been spent in salaries and how much money is left then you would budget by position. I think most department heads would say that they don't want to go that way because they want to manage their departments and by doing that they would have to set-up different

lines for overtime, uniforms, etc. and their concern would be that you are taking away their ability to manage and to make decisions about where they are going to put their money and when they are going to put their money places. I think that is a valid argument as well.

Alderman DeVries responded I understand what you are saying but I am asking you if as an HR Director for your department if you think this is a policy that should be followed.

Ms. Lamberton stated trying to stay in the middle because I understand what the other department heads are saying having been in government for a long time, often times when you have say your overtime in a separate line and your uniforms in a separate line and your training in a separate line and when times get tough elected officials often go after training and overtime, etc. They may do it with the best of intentions but they may not understand the needs or the requirements of the department and why that money is there or why that money is being set aside for awhile. I could argue it either way. If I were the Fire Chief, how would I want it? I would want it the way it is now. If I was the Police Chief that is what I would want right now.

Alderman DeVries stated it would appear to me and I don't know if Kevin Clougherty had a follow-up but it would appear to me that if we could take any steps that would take the mystery out of the budget process it would be to the benefit of the taxpayers because it is our function to understand to the best of our ability the entire budget process and it doesn't appear that we can do that with the way the budgets are being presented to us and the line items being all inclusive rather than actually broken down by personnel.

Alderman DeVries moved to send a directive to the Mayor to have HTE training provided to the HR Department so that the City may move forward with budgeting by position.

Chairman Lopez replied I don't think we can send a directive to the Mayor as a Committee.

Mr. Clougherty stated what you are really doing is directing me to ask the Mayor to sit down with me and the HR Director to develop a report back to you for the next meeting as to how this might go forward and what the budget would be.

Alderman Shea asked do you want a second to that motion.

Chairman Lopez replied I want to clarify the motion before we get a second.

Alderman Shea stated Ginny you mentioned certain problems with the larger departments. How about the smaller departments? Is there any conflict?

Ms. Lamberton replied I think the answer is yes. In my office would it make any difference? No.

Alderman Shea stated and Leo said it wouldn't make much of a difference in his.

Ms. Lamberton replied right. In Traffic we learned that they had some things mixed together even though that is a small department. It was just a matter of where we went at the time based on the vacancies. We didn't visit every single department. We were looking at what we thought was vacant and how much it was worth.

Alderman Shea stated for the sake of being the Devil's advocate, I am the Chief of Police and I realize now that I have to allocate by position. I would come before the Board of Mayor and Aldermen and say I need more money for my budget simply because, in a sense without telling you this, I have to juggle certain types of salary expenditures in order to cope with unforeseen problems. How do we deal with a question such as that in terms of how does someone in that situation develop a budget knowing that they need X number of dollars and because they can't justify positions at the time that the budget is being voted on...

Mr. Clougherty interjected again I think what Ginny says is true. I think the large departments like the flexibility but flexibility to them is not good information for you to make policy decisions. That is the trade-off. Do you want to have the information or do you not want to have the information? Now a department head like Police would have to budget for each existing position that they have right now and they would have to budget for...you know if there is a person in that position and they have a family plan and they have a boot allowance or whatever you go down and you budget all of that information for that individual and you set aside an amount. Now if he feels that he needs to fill that position, he has to come back to you. He does now and then when he gets authorization it is filled but in the meantime you have on your system and Ginny knows how long that vacancy has been there and what those exact dollars are. The other thing is if he says I have 100 police officers and I need two more he has to come back and tell you for those two positions for the three months or four months or six months exactly how much he needs in each one of those line items for those positions and why and then if you authorize it it would come out of salary adjustment at some point. Maybe not right then and there but at the end of the year because you would be turning over things and you work out your procedures that way. There are a couple of different ways you can do that. Now the departments like having the

complement basis because they have funds to move around and that is management flexibility.

Alderman Shea responded you said salary adjustment. When we make out the budget we would put money in salary adjustment, which then means that for whatever reason we are probably designing a budget that is somewhat akin to what we would spend if that money that ultimately may come back to the City because they don't spend it in the departments. That sort of is saying look you are asking for and I am just using this as a hypothetical, you are asking for \$2 million and we are going to give you \$1.9 million but we are going to put \$100,000 in salary adjustment because you kind of for the last few years have had vacant positions that are equal to \$100,000 and, therefore, when you say that you are going to designate your budget by position that is how much money it comes up to, \$1.9 million. Is that really akin to what you are saying?

Mr. Clougherty replied what the Mayor's budget would do would be to take all of the filled positions right now and budget for them for a year and then make some determination as to how many additional positions he wants to authorize and maybe give them some extra dollars for particular positions with a particular budget. Then you have a salary adjustment account. Say during the course of the year there is turnover in a position and for some reason and say it is Leo's department...

Alderman Shea interjected let me interrupt. Let's assume there is a vacancy. Does the department have to notify somebody immediately that there is a vacancy or is that something that is kind of in limbo?

Mr. Clougherty replied there is a procedure for termination for a position. It goes to Ginny so you know when that occurs. Once a position becomes vacant if that position isn't filled in Leo's office for six months and Leo comes back to the HR Committee and says I am ready to fill this position now and I want it to go forward, we would take the money out of the salary adjustment account at that point because he has six months worth of salary that he has been dealing with there. What we have found traditionally is that the salary adjustment account nine times out of ten goes to your fund balance. It is there as a contingency and you don't have to use it but if you do need it, it is there and if there are COLA's or things like that that need to be negotiated those are the things that you work into that.

Alderman Shea stated what I would be a little bit concerned about if I may follow up is how do you keep the little detail. In other words if somebody were to leave the Fire Department and that person...obviously the salary and you said six months later but wouldn't the Fire Chief have to notify through some way Ginny

so that the money that would naturally go pay that person for six months goes back to salary adjustment or would it stay with the department?

Mr. Clougherty replied it is done different ways at different times. Here you could leave it in his budget because he can't spend it. It is appropriated by position. He can't spend it. It has to stay there. Now what you were trying to get at with Ginny is you could say this is what is vacant each week and put it into a different fund. You get there the same way by just leaving it in the department and if at the end of the year it is still there, great. If you don't have enough in your salary adjustment because of the crisis over at the Police Department you could go and clean out all of those dollars in a transfer and move it to salary adjustment and move it that way. There are different ways to achieve the same end with as little administrative disruption and work on her end but she still has all of the information right in front of her.

Chairman Lopez stated right now you have to go to 26 people to find out what is going on. That is what Ginny has to do and it is a lot of wasted time.

Alderman DeVries stated I really think the larger departments are at an advantage with the way that we do things now because they do not have to run a real tight budget. They have the luxury of taking advantage of their salary line items and by having vacancies through their department they get to choose their department priorities that may have nothing to do with the salary line item. A small department in our City does not have that luxury because they don't have a large enough salary line item to beef it up to accomplish any other priorities that they may have for that department. I look at this as one way that we might shift the priorities and make them citywide priorities rather than department priorities. There probably are some difficulties that need to be ironed out. One that comes to my mind is the vesting out. I know the Fire Department budget is included within their salary line item and they can, if they have an unexpected number of retirees in a given year and that is difficult because they don't have control over that, that is sometimes taken care of by keeping a vacancy elsewhere. That is how they come up with the additional funds for vesting out. I don't know how that is going to be handled. I imagine that is something that other creative minds will have some solution to but I do think this will bring all of our departments to run a tighter budget and a more accountable budget. What we do at the end of the year is something else we will iron out but it will bring in a tighter budget for us.

Mr. Clougherty stated the only point I would add on that, Alderman, is we may when we come back want to take a look at the Enterprises because again they are in a different arrangement and that might not be applicable to them. What I am talking about tonight is certainly general fund but I haven't really thought through that side.

Chairman Lopez stated I think the motion if the Committee approves is to allow the Finance Officer and HR Director and the Information Systems Director and the Mayor to go to budgeting by position and having a salary adjustment account and train the necessary employees who need to do the work in HTE.

Alderman DeVries replied that is exactly how I wanted my motion to read.

On motion of Alderman DeVries, duly seconded by Alderman Shea, it was voted to request the Finance Officer, HR Director, Information Systems Director and the Mayor to work on a plan to implement a budget by position procedure including having a salary adjustment account and providing training for employees and report back to the Committee on the cost and time table.

NEW BUSINESS

Chairman Lopez stated the HR Director has asked me and I know we normally don't do this but she has a request from the Airport and the people from the Airport are here so we want to get this out of the way.

Ms. Lamberton stated essentially this is a simple request. I don't know if you remember or not but last April the Airport requested the establishment of Airport Communications/Operation Specialist positions. They had put in to have five full-time positions originally. I am not surprised to hear that that wasn't quite enough because that was to staff 24 hours a day, 7 days a week. Once your employees have been around for awhile they now have some sick leave and they have some vacation time and people want to take time off and you don't want to work people too many hours of overtime because then they are not sharp. They also have a little bit from what I understand of a situation with some split shifts, which is really not proper. You should never have split shifts. With the addition of one more position that would hopefully resolve their staffing complement.

Alderman Pinard moved to approve the request. Alderman DeVries duly seconded the motion.

Alderman Shea asked what is the starting wage for a Grade 13.

Clerk Bernier stated it is approximately \$13/hour.

Alderman Shea asked and they work 40 hours.

Ms. Lamberton answered yes.

Chairman Lopez called for a vote on the motion. There being none opposed, the motion carried.

Chairman Lopez stated we have another request from the Police Department and the HR Director will pass that out.

Ms. Lamberton stated just so you know I met with Chief Driscoll and his new deputy last Thursday morning and we were discussing a variety of Human Resource issues. Essentially he is looking at his different work units and how they are staffed and with what type of job titles. He feels that this Administrative Assistant position which has been doing data entry in the Detectives Bureau would do the department and the City more good in the Police Records are to keep the records up-to-date, etc. This does not create any new positions. It simply says that the Administrative Assistant will now be called a Police Records Specialist.

Chairman Lopez asked what is the pay for a Grade 12. Apparently it is lower than an Administrative Assistant is, right.

Ms. Lamberton answered actually they are both the same grade. There is no additional cost or anything.

Chairman Lopez asked how many Police Records Specialists do they have now.

Ms. Lamberton answered I believe they have two now.

Alderman DeVries stated the letter said they currently have three.

Chairman Lopez asked so this would be four.

Ms. Lamberton answered correct.

Chairman Lopez asked have you talked to him. They have that much work for four people.

Ms. Lamberton replied yes. There is some other movement going around there so it made plenty of sense to me otherwise I wouldn't have told Chief Driscoll that...I told him tonight that I could probably cover for him because it was really pretty simplistic. It is just that so many people can only do so much record keeping. If you have a hospital and you have medical records there are certain standards. They are accredited so they are going to have to do certain things with their records. The creditors are coming in soon to look at their record keeping. Courts look at their record keeping. A record is a very important document.

Chairman Lopez asked so this Administrative Assistant I will be eliminated from his department.

Ms. Lamberton answered yes.

Alderman DeVries asked so are they transferring the existing personnel from the Administrative Assistant I and just renaming.

Ms. Lamberton replied no this position is vacant.

Alderman Shea asked just for clarification this position is not vacated but the other position is vacated. This is a new position that they are creating in a sense.

Ms. Lamberton answered not really. If you budgeted going back to what we were just talking about, if you budgeted by positions all of the positions would probably have a number assigned to them. So if you have a department with 10 positions in it and position number 456 is currently an Administrative Assistant I but you don't need that anymore you would ask the Board to make position 456 into a Record Specialist.

Alderman Shea responded what I am saying is that what they are doing according to this is it is a reclassification of Administrative Assistant I to...what I am saying is that the Administrative Assistant I is a position that is not presently filled, it is vacant, so they are reclassifying another position and saying we want to make this position into Police Records Specialist I. What I am saying is there is an open position now, which is going to be a new position. That is what I am going to get across because this new position isn't in existence. We are going to create it by giving him permission to hire someone.

Ms. Lamberton replied no. First of all, it is only one position. Today it is in the Detective's Bureau intended to do this. Tomorrow he would like that position to do different duties in the Records are but there is still only one position. Now he has to go back to the Mayor and say I would like to get this position unfrozen. This doesn't grant him permission to fill it. It simply restructures how he is set-up.

Chairman Lopez responded that is a good point. The only thing that we are doing right now is restructuring the position. He still has to go to the Mayor and ask him to fill that position.

Ms. Lamberton replied that is correct.

On motion of Alderman Pinard, duly seconded by Alderman Sysyn, it was voted to reclassify an Administrative Assistant I position in the Police Department to a Police Records Specialist I.

There being no further business, on motion of Alderman Pinard, duly seconded by Alderman DeVries, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee